

FY2018 OBJECTIVES*

**In no particular order.*

1. To continue to observe and implement policies and practices to ensure long-term financial sustainability, including:
 - the recommendations of the Override Study Committee, as adopted by Resolution in March, 2008.
 - the recommendations of the Efficiency Initiative Committee and OPEB Task Force, where feasible, and to explore new opportunities for improving productivity and eliminating unnecessary costs.
 - fiscal policies relative to reserves and capital financing as part of the ongoing effort to observe sound financial practices and retain the Aaa credit rating.
 - efforts to enter into PILOT Agreements with institutional non-profits along with an equitable approach for community-based organizations.
 - support of the business community and vibrant commercial districts.
2. To develop and implement a CIP that addresses the school space pressures brought on by the dramatic increase in K-8 enrollment, that at the same time preserves other high-priority projects:
 - to continue major public projects in progress, including the Devotion School, Municipal Service Center renovations, Water and Sewer infrastructure improvements, and Brookline Reservoir Park.
 - to complete major public projects in various stages of planning, including Brookline High School, a Major K-8 project, Gateway East/Village Square, the Riverway Park Pedestrian/Bike Path, Emerson Garden playground, Corey Hill park, and the fire training and maintenance facility.
 - to complete Coolidge Corner Library renovations.
 - to continue to invest in technology and energy efficiency projects that yield long-term operating budget relief.
 - to upgrade the fleet of parking meters.
3. To continue to work with the School Committee on the development and execution of a comprehensive plan to address the space and enrollment needs in the schools.
4. To continue the Town/School Partnership as the means of budgetary planning for financial issues that span municipal and school interests.
5. To integrate diversity and inclusion into the Town's business objective of providing excellent government services.
6. To continue to provide leadership and support to the Town Administrator, the Diversity, Inclusion and Community Relations Office, Boards and Commissions and other community stakeholders in collaborative efforts to implement meaningful diversity and inclusion initiatives.
7. To work closely with the Town Administrator and the Human Resources Office to establish effective recruitment networks to ensure broad and diverse recruitment pools for highly qualified individuals to serve the Town; while meeting its objective of creating a strategic succession plan, achieving a diverse management and leadership body.
8. To increase our measurement tools building on the metrics established by the Professional Diversity Network.

9. To support the Diversity, Inclusion and Community Relations Office, and the commissions it supports, to advance, promote and advocate for the human and civil rights of all through education, awareness, outreach and advocacy.
10. To conduct labor contract negotiations for equitable settlements, in conjunction within the Town's ability to pay as shaped by the objectives noted above, and to negotiate an agreement with the Public Employee Committee to provide quality employee health insurance benefits recognizing the Town's ability to pay and consistent with the practices of similar municipalities.
11. To continue to provide leadership to Brookline CAN- Community Aging Network.
12. To provide a variety of interesting daily/diverse programs at the Senior Center.
13. To continue to explore efforts on diversity to ensure all elders are served with particular emphasis on Spanish, Asian and Russian elders.
14. To ensure compliance with the provisions of the Americans with Disabilities Act.
15. To provide high quality, affordable homecare to Brookline elders and their families.
16. To provide leadership for the Town's efforts to reduce energy use and its impact on the environment:
 - to explore solar energy generation opportunities on Town buildings.
 - to identify and pursue, with the assistance of other municipal departments, energy efficiency improvement and funding opportunities for municipal buildings.
 - to complete the Town's LED Streetlight project.
 - to participate in and support the Climate Preparedness Task Force together with other municipalities of the Metropolitan Mayors Coalition.
17. To commence a Community Choice Electrical Aggregation Program and contract for electric supply for Brookline residents and businesses as authorized by M.G.L. 164, Section 134.
18. To increase the use of renewable resources and corresponding decreased use of carbon dioxide emitting sources for the generation of electricity for Brookline participants in the Community Choice Electrical Aggregation Program.
19. To continue to plan for a for a climate vulnerability assessment focused on the risks to local resources from climate change.
20. To expand technology utilization through the improvement and promotion of the BrooklineMA.gov website, BrookOnLine portal, mobile applications and supporting departmental initiatives such as:
 - using ClearGov to visualize the open checkbook and to give a comprehensive financial overview.
 - continuing to promote paperless billing options and online payments.
 - working toward improving and promoting departmental performance.
21. To ensure Brookline continues to invest in Public Safety related technology including:
 - supporting the Police Department's utilization of data sharing applications and tools to ensure effective and immediate availability of key Public Safety related information.
 - assisting the Fire Department in the utilization of technology to improve firefighter safety, to re-engineer business processes, and improve intra-departmental communication.
 - implementing the findings of the study of the Public Safety Computer Aided Dispatch (CAD) system.

22. To continue to coordinate the archiving and disseminating of information relative to the visual resources held by the Department; explore mechanisms to work with the Library Department and Town Clerk to consolidate resources and develop a plan to effectively and efficiently preserve the Town's heritage.
23. To continue and ultimately expand the Hubway regional bike share system in Brookline by collaborating with Motivate International, Inc. and the Cities of Boston, Cambridge and Somerville as the parties seek to transition the system to a privatized model.
24. To continue to provide staff support to the Zoning Board of Appeals by working with Comprehensive Permit applicants to accommodate adjustments to their proposed projects in order to better address neighborhood and municipal needs within the constraints of Chapter 40B.
25. To prioritize the creation and maintenance of affordable housing, while balancing other community needs and concerns.
26. To continue to review plans for the rehabilitation/stabilization of the Town's cultural resources, including aluminum street signs, the Old Burying Ground, the Devotion House, Putterham School, Brookline Reservoir Gatehouse and Park, Walnut Street Cemetery, Larz Anderson Park and the Riverway/Olmsted Park.
27. To work with Selectmen-appointed committees to examine a potential rezoning of:
 - the block bounded by Pleasant, John, Green, Harvard and Beacon Streets.
 - the Holiday Inn property at 1200 Beacon Street.
28. To complete the Major Parcel Study to create a plan for the future of major private parcels as well as underutilized municipal parcels in order to respond to the needs identified in the Strategic Asset Plan.
29. To oversee the New England Treatment Access, Inc. medical marijuana dispensary in Brookline.
30. To work closely with the Police and Fire Chiefs and the Town's Emergency Management Team to prepare for emergencies, including possible Avian Flu Epidemic, Ebola cases, and bio-terrorist attacks.
31. To provide guidance to the Police Department to ensure an appropriate balance between public safety needs and the rights of individuals and to continue to monitor policy considerations such as Citizen Complaints and the Video Camera Monitoring system.
32. To implement the changes in policies and procedures for the issuance of alcohol and food licenses as recommended by the Licensing Committee.
33. To assure opportunities for continued growth of the restaurant industry in Town by continuing efforts to extend the Town's liquor license quota.
34. To continue to monitor service quality performance of both Comcast and RCN.
35. To work through the Department of Public Works to ensure National Grid documents gas leaks throughout the community, grades them by severity, and undertakes appropriate mitigation and restoration actions.
36. To work with National Grid to ensure they document gas leaks throughout the community, grade them by severity, and undertake appropriate mitigation and restoration actions.

37. To implement an Automated Waste Collection System using wheeled carts for municipal solid waste.
38. To continue to explore options to rectify inequities inherent in the Norfolk County structure.
39. To strengthen relationships with Boards and Commissions.
40. To form the following Selectmen's Committees as a result of Town Meeting:
 - a. Tobacco Control
 - b. Police Officer Training of Dangerous Dogs/Animals
 - c. Online Posting of Police Reports
 - d. Senior Tax Relief
 - e. Kent Street Lot
 - f. Tree Protection
 - g. Coolidge Corner Study Committee